



PAPER ID: 11A02J



PREDICTING MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND FACULTY TURNOVER INTENTIONS

Irfanullah ^{a*}, Shadiullah Khan ^a, Khalid Rehman ^a

^a Institute of Political and Administrative Studies (IPAS), Gomal University, Dera Ismail Khan, PAKISTAN.

^b ORIC, Khadim Ali Shah Bukhari Institute of Technology, PAKISTAN.

ARTICLE INFO

Article history:

Received 09 May 2019
Received in revised form 22 August 2019
Accepted 11 October 2019
Available online 15 November 2019

Keywords:

HRM practices (HRMP);
Career Development;
Working Environment;
Organizational
commitment; Salary;
Faculty quit intention;
University faculty
turnover.

ABSTRACT

The broad aim of the study was to find out the relationship between HRM practices (HRMP) (i.e., Salary, Career development, working environment) and turnover intentions through the mediating role of organizational commitment among the faculty members employed in both private and public sectors of higher education institutions (HEI) in the southern part of Khyber Pakhtunkhwa province, Pakistan. Data was collected from academicians of the selected six universities of both sectors. The sample size of a given population was determined through Yamane's (1967) formula. A descriptive cross-sectional design was adopted in this study. The quantitative technique followed by survey-based research. Over the stratified random method, 300 questionnaires were distributed, 250 questionnaires were finalized for analysis. To test the research hypotheses, SPSS@21 software was used. Findings indicate that all HRMPs were positively and significantly linked with organizational commitment (OC), whereas revealing a substantial negative direct influence on faculty quit intentions. However, OC has been found to partially mediate the relationships between both HRM practices and turnover intentions.

Disciplinary: Multidisciplinary (Management Sciences (HRM), Mathematics (Statistics)).

©2020 INT TRANS J ENG MANAG SCI TECH.

1. INTRODUCTION

Turnover intention despite the type or its activities is a silent danger that exists in every organization. In the literature relating to organizational behavior and commitment employees intentions to depart an institution is revealed to be a major issue of concern. For many years, in administrative and managerial settings quit intention has been a critical phenomenon for institutions, and certainly in the modern era including Higher Education Institutions (HEI). This issue becomes

a problem for several organizations' (Maier et al., 2013). The higher educational institutions are also coming under threat from this danger. Turnover intention defined as "the conscious willfulness of thinking, desiring and planning to leave a job" (Feng & Angeline, 2010: p. 426). Perez (2008) termed quit intentions' as the cognitive technique of looking for new job opportunities' at other institutions. For the time being, Liu and Onwaegbuzie (2012) have used alternate terms' for turnover intentions for example *propensity to leave*, *intent to leave* and *intentions to leave*. It was also considered by many previous research works that the key means over which employee's attitudes behaviors' are shaped were organization HRM Practices (Buck & Watson, 2002; Haines et al., 2010). Furthermore, many researchers observed that employees' organizational commitment can be improved through well-structured HRMPs which ultimately helps the institution to achieve its goals. Both employees' satisfaction level and HRM practices improve employee's commitment to the institution and work (Kumar & Krishnaveni, 2008). Generally, organization commitment is observed as an individual attachment towards the institution where he/she is working. Organizational commitment described by Meyer and Allen (1991, p. 67) as 'a mental state that demonstrates the individual affiliation with the institution and has indications for the determination to stay or leave the organization membership. Employees to an organization thought to be more valued with strong commitment than individuals with lower levels of commitment (Meyer & Allen, 1997). Moreover, many previous research works reveal that individual intent to depart and OC are negatively related (Mathieu & Zajac., 1990; Addae et al., 2008). On turnover intentions, most of the earlier studies included OC as a mediator variable. For example, Mathieu and Zajac (1990) investigated research in which OC is treated as a mediating variable in the association between HRMP and quit intention. Similarly, Igbaria and Greehaus (1992) conducted a study in which employees' quit intentions were influenced by HRM practices with the mediating role of OC. Consistent with Gould-Williams et al. (2013) and Kehoe & Wright (2013) that organization commitment partially mediates the relationship between HRMPs and individual switchover intentions.

2. REVIEW OF LITERATURE

2.1 HUMAN RESOURCE MANAGEMENT PRACTICE'S

HRM practices are those activities' of organization's through which the groups of individuals are managed and management also ensured that these resources' are working effectively towards the achievement of organization objectives (Tiwari & Saxena 2012) According to Dzansi & Dzansi, (2010), HRM can be viewed as the deployment of individuals to achieve competitive advantage, mainly by means of human resource management practices. Fundamentally, to increase the productivity of institution the behavior of the HR manager aims to enhance the efficiency and ability of its staff members.

2.2 SALARY AND TURNOVER INTENTION

In this globalization era, employees are mostly concerned regarding benefits and financial returns received as direct financial payment of the job. Heathfield (2014) discussed "a fixed amount of compensation or money which is remunerated by an organization to an individual in return of job performed". In previous studies several reasons that lead to depart intention such as, individuals' attitude, the compensation offered and job satisfaction (Berry, 2010). So, the present study proposes that salary and turnover intention are negatively associated. When organizations offer higher salaries

to their employee's they are less likely to leave the organization.

2.3 CAREER DEVELOPMENT AND TURNOVER INTENTION

Weng and Hu (2009) described individual career development as “the degree of professional upward progress inside the organizations”. Consistent with Karavardar, (2014) career management practice is essential because individuals are mostly concerned regarding their prospect of career development whether currently in the organization they are employed or in other organizations. Career development is negatively related to individual switchover intention (Delery & Doty 1996; Kehoe & Wright, 2013). This concludes that employees' who endeavor to get appropriate promotion growth and remuneration in their organizations have lesser thought about leaving their jobs.

2.4 WORKING ENVIRONMENT AND TURNOVER INTENTION

Working environment well-defined as all prevalent circumstances which affect individuals in the workplace, including work hours, physical aspects, legal rights, and duties. On different working samples, various researches have revealed that perceived work environment may influence individuals' quit intention (Houkes et al., 2001; Huang et al., 2007). Mobley et al., (1979) declared the negative association between switchover and the working environment. Previous research studies found considerable and adverse relationships amid the work environment and individual quit intentions (Kramer & Schmalenberg 2008; Poilpot-Rocaboy et al., 2011).

2.5 ORGANIZATIONAL COMMITMENT (OC) AS MEDIATOR BETWEEN HRMPS AND TURNOVER INTENTIONS

According to Allen & Meyer (1990), organizational commitment in the organizational backgrounds can be described as “the state of mind which psychologically ties the employee to an institution or emotional affection felt by the individual for the organization”. Additionally, Karavardar (2014) and Rubel et al. (2015) declared that individual quit intention and organization commitment had negative links with one another, which indicates that individuals with higher organizational commitment have lesser turnover intention. Similarly, their findings are correlated with many previous studies which found that individuals with higher commitment level possess lesser intention to depart the organization's (Raihans, 2012; Wang & McElroy, 2012 and Lee & Huang, 2012). Many studies have found positive relationships amongst HRM practices and individuals' commitment. For instance, Appelbaum et al. (2000) delivered inclusive results in examining the relationships' between HRM Practices and an individual's commitment.

Similarly, Paul and Anantharaman (2004) established that HRM Practices (HRMP), for example, pay, career development and comprehensive training are considerably and positively linked with individuals' organizational commitment. Likewise, numerous empirical previous studies have revealed that the association amongst career development, compensation, work environment, and turnover intention were mediated by OC, if individuals within the organizations perceived attractive, higher and equitable internal salary system, career advancement and better work environment ultimately within the organizations employees would stay and chances of leaving the organizations will possibly be decreased (Houkes et al., 2001; Vandenberghe & Tremblay, 2008 and Wang & McElroy, 2012). Regarding OC and turnover intention prior literature highlighted negative relationships between OC and employees quit intention. (Wang & McElroy, 2012; Rubel et al., 2015). So, it can be concluded from the supported earlier literature, that OC plays a mediating role between

HRMP and faculty quit intention.

Therefore, based on discussions, the following main hypotheses are generated:

H1: HRMPs and OC are significantly and negatively correlated with turnover intention.

H2: OC mediates between salary and turnover intention.

H3: OC mediates between career development and turnover intention.

H4: OC mediates between the working environment and turnover intention.

3. CONCEPTUAL FRAMEWORK

Regression analysis is applied to find the relationship among variables as shown in Figure 1.

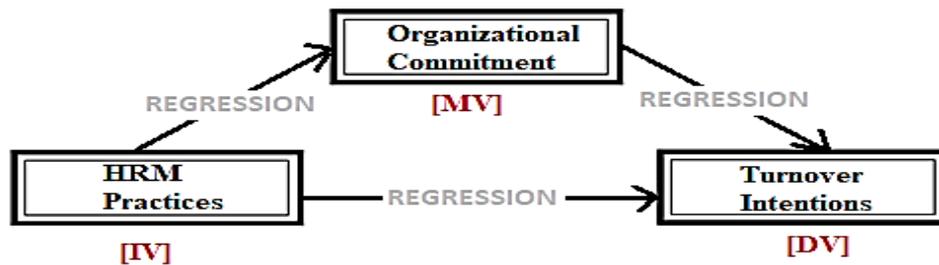


Figure 1: Conceptual Framework

4. METHODOLOGY

4.1 RESEARCH RESPONDENTS, POPULATION AND SAMPLE

The study respondents consist of Academicians at various advance-learning institutions both private and public sectors located in the southern part (districts) of Khyber Pakhtunkhwa (KPK) Province, Pakistan. There are about 990 Academicians employed in these six universities and indicate the study total population.

Table 1: Respondent Demographics.

Demographics		Frequency	Percentage
University Type	Public	179	71.6%
	Private	71	28.4%
Designations	Lecturers (Lect)	141	56.4%
	Assistant Professors	77	30.8%
	Associate Professors	14	5.6%
	Professors	18	7.2%
Qualification	Master	53	21.2%
	M.Phil.	103	41.2%
	PhD	94	37.6%
Gender	Male	172	68.8%
	Female	78	31.2%
Faculty	Arts	119	47.6%
	Sciences	131	52.4%

Deciding a valid sample that may possibly generate consistent results for the study is a critical task. According to Hair et al. (2011) for statistical analysis, they mentioned that an appropriate size of the sample would be at least 10 to 20 times more than the variable required. For statistical analysis, Hair et al. (2014) recommended that the smallest size of the sample is around 220 respondents. Therefore, this work distributed a total of 300 questionnaires to the faculty members to make sure sufficient data should be gathered. Out of 300 questionnaires, only 250 questionnaires' were usable. Table 1 illustrates the demographic information of 250 respondents who participated. In summary,

the faculty participated from public sectors are (71.6%), most of the individuals are holding Lecturer position in the organization (56.4%) respondents having M.phil degree are (41.2%) male respondents are (68.8%) and from the faculty of Sciences are (52.4%) respondents participated in the study.

5. MEASUREMENT

In this study to measure whole included variables, the scales have been adapted from the prior researches with proper modifications that are appropriate for the study sample. Mainly there are two components in the survey questionnaires. The first section depicts the information regarding respondents' demographics and the second section included several Likert scale type items of the study. According to Sekaranat (2006), Likert-scale is intended to test how strongly and clearly the respondents of the study are disagreed or agreed with a definite statement. The key aim of the seven-point scale was to provide respondents better capture variability in their feelings and attitudes and more choices/ options (Hinkin, 1995). To determine salary the scale includes 5-items used by Teseema and Soeters (2006) was applied. Similarly, to examine career developments 5-items scale by Weng & Hu (2009) was employed. Likewise, the working environment was determined with a 6-items scale by Houkes et al., (2001) was adapted. Moreover, for OC a 17-items scale by Allen and Meyer (1990) was adapted. Finally, to measure turnover intention 14-items scale used by Mobley et al. (1979), and Wang & McElroy, (2012) was employed.

6. DATA ANALYSIS AND RESULTS

For analysis of data Statistical Package for Social Sciences (SPSS version 21) was used. The descriptive statistics (Means, Standards Deviations and Normality Statistics whereas Pearson Product Correlation and mediation regression analysis were applied.

6.1 RELIABILITY OF THE QUESTIONNAIRE

The reliability test shows the internal consistency between the constructs of the questionnaire. In the scale measurements the data collected through the questionnaire to verify that measures' are free from errors and also obtain consistent results the test of reliability would be employed. (Sekaran.,2003; Zikmund et al., 2010).

Table 2: Cronbach's Alpha of Variables.

Variables	Numbers of Questions	Cronbach's Alphas
HRMPs:		
SA	5	0.86
CD	5	0.82
WE	6	0.77
OC	17	0.83
TI	14	0.85
Overall Reliability	47	0.92

Table 3: Means, Standards Deviations & Normality Statistics

Variables	Means	SD	Skewness	Kurtosis
HRMPs:				
SA	3.58	0.92	-1.10	-0.40
CD	3.97	0.95	-0.71	-0.79
WE	3.86	0.84	-0.70	-0.63
OC	3.33	0.85	-0.68	-0.72
TI	3.04	0.94	0.95	-0.71

6.2 MEANS, STANDARD DEVIATION & NORMALITY STATISTICS

Table 3 shows Mean, Standard Deviation (SD) & Normality Statistics of each variable. The acceptable range of normality data by using skewness and kurtosis falls between the values of ± 1.96 (Hair et al., 2014). Table 3 indicates that all values fall between the acceptable ranges. Thus, the assumption of normality for the parametric test is fulfilled.

6.3 CORRELATION ANALYSIS

H1: HRMPs and OC are significantly and negatively correlated with turnover intention.

The results in Table 4 demonstrate the correlation matrix amongst HRMPS, OC, and TI. There is a statistically significant as well as negative association between SA, CD, WE further OC with TI ($r = -0.659$, $r = -0.598$, $r = -0.626$ and $r = -0.403$) with P-value (<0.001).

Table 4: Correlation (N =250)

		SA	CD	WE	OC	TI
Salary(SA)	Pearson Correlation	1				
	Sig. (2-tailed)					
Career Development(CD)	Pearson Correlation	.484**	1			
	Sig. (2-tailed)	<.001				
Working Environment(WE)	Pearson Correlation	.381**	.676**	1		
	Sig. (2-tailed)	<.001	<.001			
Organizational Commitment	Pearson Correlation	.459**	.201**	.267**	1	
	Sig. (2-tailed)	<.001	.001	<.001		
Turnover intentions	Pearson Correlation	-.659**	-.598**	-.626**	-.403**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	

6.4 MEDIATION ANALYSIS

While conducting mediation analysis, the four-step model of Baron & Kenny (1986) was adopted. For this purpose, “*PROCESS macro*” by Hayes (2013) was used to scrutinize the intervening role of OC in the relationship between HRM practices and TI.

H2: Organizational commitment mediates between salary and turnover intention.

Table 5: Mediation of SA-OC-TI (N=250).

Mediation Paths/Steps	Coefficient	P-value
Path “a”		
DV: TI		
Salary	-0.414	<0.001
Path “b”		
DV: OC		
Salary	0.255	<0.001
Path “c & c’”		
DV: TI		
Organizational Commitment	-0.172	<0.001
Salary	-0.372	<0.001
Model summary		
R ²	0.433(without OC)	0.452(with OC)
Adj R ²	0.432	0.447
F-Value	183.196	98.344

The result in Table 5 indicates the relationship between SA & TI with the intervening part of OC. Table 5 describes the four paths of Baron & Kenny (1986) model of mediation. In the first path, there is significant relationship between SA and TI (β coefficient = -0.414, p-value = <0.001). Secondly

path b, demonstrates significant relationship between SA and OC (β coefficient = 0.255, p-value = <0.001). Thirdly path c, depicts significant relationship between OC and TI (β coefficient = -0.172, p-value = <0.001). Lastly in path \acute{c} , the beta value remains significant (β coefficient = -0.372, p-value = .005) which illustrates OC partially mediates the relationship between SA and TI. In the model summary of stepwise multiple regression's (IV-DV and IV&MV-DV) R^2 rises as of 43% to 45% (0.433 to 0.452) due to OC. Therefore H2 is verified.

H3: Organizational commitment mediates between career development and turnover intention.

Table 6: Mediation of CD-OC-TI (N=250)

Mediation Paths/Steps	Coefficient	P-value
Path "a"		
DV: TI		
Career Development	-0.392	<0.001
Path "b"		
DV: OC		
Career Development	0.129	<0.001
Path "c & \acute{c} "		
DV: TI		
Organizational Commitment	-0.338	0.005
Career Development	-0.349	<0.001
Model summary		
R^2	0.361(without OC)	0.446(with OC)
Adj R^2	0.358	0.442
F-Value	135.318	96.383

The finding in Table 6 shows the relationship between CD & TI with the mediating role of OC. Table 6 describes the four paths of Baron & Kenny (1986) model of mediation. In the first path, there is significant relationship between CD and TI (β coefficient = -0.392, p-value = <0.001) Secondly path b, reveals significant relationship between CD and OC (β coefficient = 0.130, p-value = <0.001). Thirdly path c, illustrates significant relationship between OC and TI (β coefficient = -0.338, p-value = 0.005). Lastly in path \acute{c} , the beta value remains significant (β coefficient = -0.349, p-value = <0.001) which proves OC partially mediates the relationship between CD and TI. In the model summary of stepwise multiple regressions' (IV-DV & IV&MV-DV) R^2 upsurge's from 36% to 44% (0.361 to 0.446) as a result of OC. Therefore H3 is substantiated.

H4: Organizational commitment mediates between the working environment and turnover intention.

In Table 7 results depict the intervening role of OC in the relationship between WE & TI. The table describes the four paths of Baron & Kenny (1986) model of mediation. In the first path, there is significant relationship between WE and TI (β coefficient= -0.502, p-value = <0.001). Secondly path b, reveals significant relationship between WE and OC (β coefficient = 0.193, p-value = <0.001). Thirdly path c, shows significant relationship between OC and TI (β coefficient= -0.306, p-value = <0.001). Lastly in path \acute{c} , the beta value remains significant (β coefficient= -0.444, p-value=0.000) which illustrates OC partially mediates the relationship between WE and TI. In the model summary

of stepwise multiple regressions' (IV-DV & IV&MV-DV) R2 increases from 38% to 45% (0.386 to 0.455) because of OC. Therefore H4 is verified.

Table 7: Mediation of WE-OC-TI (N=250).

Mediation Paths/Steps	Coefficient	P-value
Path "a"		
DV: TI		
Working Environment	-0.502	<0.001
Path "b"		
DV: OC		
Working Environment	0.193	<0.001
Path "c & c'"		
DV: TI		
Organizational Commitment	-0.306	<0.001
Working Environment	-0.444	<0.001
Model summary		
R ²	0.3864(without OC)	0.4552(with OC)
Adj R ²	0.381	0.450
F-Value	150.796	99.594

Table 8: Summary of Research Results.

Research Hypotheses	Nature of Relationship	Confirmation or Rejection
H1: HRMPs and OC are significantly and negatively correlated with turnover intention.	Negative and significant	Confirmed
H2: Organizational commitment mediates between salary and turnover intention.	Partial mediation	Confirmed
H3: Organizational commitment mediates between career development and turnover intention.	Partial mediation	Confirmed
H4: Organizational commitment mediates between the working environment and turnover intention	Partial mediation	Confirmed

7. DISCUSSION

The research results are summarized in Table 8. This study, statistical results, and findings illustrate that HRMPs are significantly and negatively linked with quit intention. Secondly, HRMPs and OC are positively and significantly associated with each other. The results of existing research are in line with the results of many earlier research works e.g. (Agarwala, 2003; Macky & Boxall, 2007) these studies support the existence of positive connection amongst HRMPs and OC whereas most of these studies suggest that well-organized HRMPs and quit intention are negatively linked to one another. Whereas, OC, while treated as the mediator in the relationship between SA and TI, shows partial mediation, partial mediation in the relationship between CD and TI, and partial mediation in the relationship between WE and TI. In the academic setting, for instance, the results and findings of the existing study are matched with the previous researches conducted by Mathieu and Zajac (1990), Igarria & Greehaus (1992); and Kehoe & Wright, (2013) they found that the relationship between HRMPs and quit intentions were partially intervened by OC. Additionally, OC as a mediator reduced the direct effect of HRMPs and turnover intention.

8. CONCLUSION

From this study, the findings enrich the understanding of the manager's regarding the

significance of HRM practice for the organization. Actually, managers are required being informed of the perceptions of individual supportiveness to the institution which will influence quit intentions, and consequently change their judgments and activities accordingly. The management of private sector HEIs facing difficulties with higher switchover may especially be interested in this research study. As an initiative action to decrease quit intention of academicians management must have a closer look at the key HRM practices and to prevent high-level switchover in the institutions'. Moreover, particularly in the background of higher educational institutions, the research has moreover tested the mediating role of OC in understanding switchover behaviors. As the predictors of turnover intention, the current research increases further information on the significance of HRM practices. Likewise, for retaining organizational performance and the issue of keeping, sustaining and motivating employee's deliberated to be a smart strategy, as it spends in the useful human capital resource. Furthermore, organizational commitment and HRM practices are reflected in the behavior and attitudes of individuals. It is a well-recognized reality that organizations are really considered to be as successful as their employees are. Employees are considered an organization main source of progress and prosperity. Therefore, organizations' are required to keep and establish long-term relations with their employees.

9. AVAILABILITY OF DATA AND MATERIAL

Data can be made available by contacting the corresponding author.

10. REFERENCES

- Addae, H. M., Parboteeah, K. P. and Velinor, N. (2008). Role stressors and organizational commitment: public sector employment in St Lucia. *International Journal of Manpower*, 29 (6), p.567–582.
- Agarwala, T. (2003). Innovative human resource practices and organizational commitment: an empirical investigation. *International Journal of Human Resource Management*, 14 (2), 175-197.
- Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1, 61.89.
- Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. 2000. Manufacturing advantage: Why high-performance work systems pay off. Ithaca, NY: ILR Press.
- Baron & Kenny, (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51: 1173-1182.
- Berry, M. L. (2010). *Predicting Turnover Intent: Examining the effects of employee engagement, compensation fairness, job satisfaction and age* (Doctoral Dissertations). University of Tennessee.
- Bola Adekola. The Impact of Organizational Commitment on Job Satisfaction A Study of Employees at Nigerian Universities. *IJHRS*. 2(2): (2012).
- Buck, J. M., Watson, J. L. (2002). Retaining Staff Employees: The Relationship Between Human Resources Management Strategies and Organizational Commitment. *Innovative Higher Education*, 26 (3), p.175–193.
- Choong, Y, O. Wong, K, L. Lau, T, C. Organizational Commitment: An Empirical Investigation on the Academician of Malaysian Private Universities. *BERJ*. 3(2): 51-64, (2012).
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency and configurational performance predictions. *Academy of Management Journal*, 39 (4), 802–835.
- Dzansi, D. Y., & Dzansi, L. W. (2010). Understanding the Impact of Human Resource Management Practices on Municipal Service Delivery in South Africa: An Organizational Justice Approach. *African Journal*

of Business Management, 4(6), 995-1005.

- Feng, W. C. and Angeline, T. (2010) Turnover intention and job hopping behavior of music teachers in Malaysia. *African Journal of Business Management*, 4(4), pp. 425-434.
- Gould-Williams, J. S., Bottomley, P., Redman, T., Snape, E., Bishop, D. J., Limpanitgul, T. and Mostafa, A. M. S. (2013). Civic duty and employee outcomes: Do high commitment human resource practices and work overload matter? *Public Administration*, p.1–17.
- Haines, V. Y., Jalette, P., & Larose, K. (2010). The influence of human resource management practices on employee voluntary turnover rates in the Canadian non-government sector. *Industrial and Labor Relations Review*, 63 (2), 228–247.
- Hair, J. F., Ringle, C. M. and Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *The Journal of Marketing Theory and Practice*, 19 (2), p.139–152.
- Hair, J. Hult, G. T. M., Ringle, C. M. and Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks, CA: Sage Publication, Inc.
- Hayes, A. F. (2013). *An Introduction to Mediation, Moderation and conditional process analysis*. New York: The Guilford Press.
- Heathfield, S.M., (2014). Top 10 reasons why employees quit their job.
- Hinkin, TR. (1995), “A review of scale development practices in the study of organizations” *J.Manage.* 21 (5): 967-89.
- Houkes, I., Janssen, P.M., de Jonge, J., and Nijhuis, F.J.N. (2001). Specific relationships between work characteristics and intrinsic work motivation, burnout and turnover intention: a multi-sample analysis. *Eur. J. Work Organ. Psychol.* 10, 1–23. doi:10.1080/13594320042000007.
- Huang, T.C., Lawler, J., Lei, C.Y. (2007). The effects of quality of work-life on commitment and turnover intention. *Soc. Behav. Pers.* 36, 735–750. doi: 10.2224/sbp.2007.35.6.735
- Igbaria, M., & Greenhaus, J. H. (1992). “Determinants of MIS Employees’ Turnover Intentions: A Structural Equation Model”. *Communications of the ACM*, 35(2), 35-49.
- Karavardar, G. (2014). Organizational Career Growth and Turnover Intention: An Application in Audit Firms in Turkey. *International Business Research*, 7(9), p67.
- Kehoe, R.R., Wright, P.M. (2013) The impact of high-performance human resource practices on employees’ attitudes and behaviors. *Journal of Management*, 39(2), pp.366-391.
- Kramer, M., & Schmalenberg, C. (2008). Confirmation of Healthy Work Environment. *Critical Care Nurse* , 28, 56-63.
- Kumar, N.R., & Krishnaveni, R. (2008). Role of HRD Practices in building organizational commitment. *Journal of Contemporary Research in Management*, 59- 68.
- Lee, C. C., Huang, S. H., & Zhao, C. Y. (2012). A study on factors affecting turnover intention of hotel employees. *Asian Economic and Financial Review*, 2(7), 866-875.
- Liu, S. and Onwuegbuzie, A. J. (2012) Chinese teachers’ work stress and turnover intention. *International Journal of Educational Research*, 53, pp. 160-170.
- Macky, K., & Boxall, P. (2007). The relationship between ‘high-performance work practices’ and employee attitudes: an investigation of additive and interaction effects. *The International Journal of Human Resource Management*, 18 (4), 537–567.
- Maier, C., Laumer, S., Eckhardt, A. and Weitzel, T. (2013) Analyzing the impact of HRIS implementations on HR personnel’s job satisfaction and turnover intention. *The Journal of Strategic Information Systems*, 22(3), pp. 193-207.
- Mathieu, J. E. and Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108 (2), p.171–194.
- Meyer, J. P. and Allen, N. J. (1991). A three-part conceptualization of organizational commitment. *Human Resources Management Review*, 1(1), p.61–89.
- Meyer, J. P. and Allen, N. J. (1997). *Commitment in the workplace*. Thousand Oaks, CA: Sage Publications.

- Mobley, W.H., Griffeth, R.-H., Hand, H.H., and Meglino, B.M. (1979). Review and conceptual analysis of the employee turnover process. *Psychol. Bull.* 86, 493–522.
- Paul, A. K., Anantharaman, R. N., (2004). Influence of HRM practices on organizational commitment: A study among software professionals in India. *Human Resource Development Quarterly*, 15(1), 77–88.
- Perez, M. (2008). *Turnover Intent*. Diploma Thesis. University of Zurich
- Poilpot-Rocaboy, G., Notelaers, G., Hauge, L.J. (2011). Exposure to bullying at work: Impact of job satisfaction, organizational commitment and intention to leave. 17, 250–273.
- Raihans, J. M. H. (2012). Mediating Effects of Organizational Commitment and Perceived Organizational Support on HRM Practices and Turnover Intention: A Study of Private Universities in Bangladesh.
- Rubel, M. R. B., & Kee, D. M. H. (2015). Perceived fairness of performance appraisal, promotion opportunity and nurses turnover intention: The role of organizational commitment. *Asian Social Science*, 11(9), p183.
- Sekaran, U. (2003). *Research Methods for Business*. 2nd Ed. New York: John Wiley and Sons.
- Sekaran, U. (2006). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Teseema, M., Soeters, J. (2006), Challenges and prospects of HRM in developing countries: testing the HRM-performance link in Eritrean civil service, *International Journal of Human Resource Management*, 17(1), 86-105.
- Tiwari, P., Saxena, K. (2012) Human resource management practices: A comprehensive review. *Pakistan Business Review*, 669–705.
- Vandenberghe, C., Tremblay, M. (2008). The role of pay satisfaction and organizational commitment in turnover intentions: A two-sample study. *Journal of Business and Psychology*, 22 (3), p.275–286.
- Wang, Q., McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior*, 80(2), 256-265.
- Weng, Q. X., Hu, B. (2009). The structure of career growth and its impact on employees' turnover intention. *Industrial Engineering and Management*, 14(1), 14-21.
- Zikmund, W.G., Babin, B.J., Carr, J.C., Griffin, M. (2010). *Business Research Methods*, 8th edition. Australia: SouthWestern Cengage Learning.



Irfan Ullah, is a Ph.D. Scholar in the Institute of Political and Administrative Studies (IPAS), Gomal University, Dera Ismail Khan, Pakistan. He received his Master's Degree in Business Administration from Gomal University, Dera Ismail Khan, Pakistan. His research interests are HRM Practices and employee turnover.



Professor Dr. Shadiullah Khan is Professor at the Institute of Political and Administrative Studies (IPAS), Gomal University, Dera Ismail Khan, Pakistan. He received his Master's degree in Public Administration and a PhD degree in Management from Gomal University, Dera Ismail Khan, Pakistan. His research interests are Development Administration Human resource management and Decentralized Governance and Participatory Development.



Khalid Rehman is a Ph.D Scholar in the Institute of Political and Administrative Studies (IPAS), Gomal University, Dera Ismail Khan, Pakistan. He received his Master's Degree in Business Administration from Gomal University, Dera Ismail Khan, Pakistan. His research interests are Management and Organizational performance.

Trademarks Disclaimer: All product names including trademarks™ or registered® trademarks mentioned in this article are the property of their respective owners, using for identification and educational purposes only. The use of them does not imply any endorsement or affiliation.